

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING OF THE  
FACULTY SENATE HELD ON DECEMBER 13,  
1974, IN THE FACULTY CONFERENCE ROOM,  
SIXTH FLOOR, LISNER HALL

- 1 The meeting was called to order at 2:10 p.m. by President Elliott, who presided.

Present: President Elliott, Provost Bright, Registrar Houser, Atkins, Birnbaum for Feffer, Black, Boswell, Brenner, Cassidy, Cottrell, Eisenberg, C. Elliott, Harris, Hill, Hobbs, Holland for Vaill, N. Kramer, Liebowitz, Meltzer, Metivier for Linton, Morgan, Mosel, Naeser, Nash, Schmidt, Schwoerer, Smith, Stevens, and Wood; Parliamentarian Schwartz.

Absent: Albert, Fox, Grub, Kramer, Sapin, Solomon, Tillman, and Tsangaris.

President Elliott extended a welcome to Dr. Ada Elam and members of her class who came to observe the Senate meeting.

- 2 The minutes of the regular meeting of November 8, 1974, were approved as distributed.

- 3 Under Old Business, concerning reintroduction and further consideration of Resolution 73/7, "A Resolution Approving Revisions to the Faculty Code and Ordinances," Professor Naeser resubmitted for consideration by the Senate amendment of Paragraph 2. a), b), and c) under "Procedures for the Implementation of the Faculty Code" on Page 24 of the Code Revision pertaining to academic administrative officers of a single college, school, or division. Professor Morgan stated that the nature of the divisions to be considered in the proposed amendment would require a discussion of previous matters first, and he suggested that the Chair ask for a report from the Special Committee of the Executive Committee of the Senate which dealt with a matter closely related to the subject provisions of the Code. Professor Wood, Chairman of the Special Committee, reported on the results of the secret ballot of the full-time active service faculty of the Medical School with the rank of assistant professor and above, which balloting had been in progress at the time of the last Senate meeting. Professor Wood said that the ballots were counted on November 11, 1974, and the results were forwarded to Mr. Charles E. Phillips, Chairman of the Board of Trustees, in the following memorandum:

November 12, 1974

TO: Mr. Charles E. Phillips  
Chairman of the Board of Trustees

THROUGH: Dr. Lloyd H. Elliott  
President of The George Washington University

FROM: The Special Committee of the Faculty Senate

The enclosed resolution, cover letter, and ballot are largely self-explanatory. These materials were put into the U. S. mail on Friday afternoon, November 1, 1974. They were addressed to 330 full-time active service

members of the Medical School faculty of rank of assistant professor or higher whose addresses were obtained from the Office of the Provost.

There were 269 ballots returned by 4:00 p.m., November 11, 1974. These ballots were counted by the Special Committee. The results were:

YES (support resolution-express no confidence) - 151  
NO (oppose resolution) - 116  
2 ballots were received unvoted.

The Special Committee:

/s/ Reuben E. Wood, Chairman  
/s/ John A. Morgan, Jr.  
/s/ Robert E. Park

cc: Professor Edwin L. Stevens  
Provost Harold F. Bright  
Dr. Charles S. Coakley  
Dr. James J. Feffer

Professor Wood then called the attention of the Senate to an article which appeared in The Washington Post on December 12, 1974, entitled "GWU President Keeps Medical Chief," which he read, as follows:

B 8 Thursday, Dec. 12, 1974 THE WASHINGTON POST

## GWU President Keeps Medical Chief

By Victor Cohn

Washington Post Staff Writer

President Lloyd Elliott of George Washington University has decided to keep his top medical official, Dr. James Feffer, despite a 151 to 116 vote of no confidence in Feffer by the school's medical faculty.

Backed by the university's trustees, Elliott yesterday reaffirmed confidence in Feffer as the school's vice president for medical affairs. Elliott said he will not accept a letter of resignation submitted by Feffer in November after the faculty gave him a vote of no confidence for indicating he would demote a key department head without consulting the faculty.

Elliott's decision leaves Feffer, a former thoracic physi-

cian, in charge of Washington's largest university medical center, which includes a medical school, a 540-bed hospital and clinics caring for 174,000 patients a year.

Foes of Feffer are complaining that by retaining him, Elliott and the trustees are ignoring a part of the university code that says an administrator should be named with "and continue to have" faculty confidence. They predicted the fight will now become university-wide, with the next battleground the faculty senate.

"This is a test of whether or not the faculty code is functioning," said Dr. Norman Cramer, professor of medicine and a faculty senate member. "If the trustees can abrogate it, we have no code."

The senate's executive committee already has said Feffer must maintain faculty confidence, according to Dr. George Kelser, who appeared before the trustees Monday on behalf of more than 200 doctors, not all of them full faculty members, to argue that Feffer has lost that confidence.

At their Monday meeting the trustees, like Elliott, stated their own confidence in Feffer. They said they were not convinced he lacks faculty support since many of those who voted on the confidence issue may not have been eligible to vote.

In supporting Feffer, the trustees cited a new national accreditation report crediting Feffer with "dynamic and forceful leadership" and hav-

ing "an obvious salutary impact" on a medical school that was on probation with accreditors between 1964 and 1967.

Feffer became associate medical dean in 1968, helped sweep out many part-time faculty members and became a university vice president in 1972.

This year's fight started in June when Feffer said he intended to demote Dr. Wallace Hensen, a nationally known blood specialist who heads the medical center's largest department, the department of medicine.

Without consulting any of the professors, Feffer told Hensen he would be replaced as department head next July, 1975.

Sources close to Feffer and Jensen said they clashed over the budget of Jensen's department and many other matters.

But faculty groups accused Feffer of being "arbitrary" in his decision. Fourteen medical center department heads supported him in October, saying they did not necessarily agree with Jensen's demotion, but wanted to end a "chaos" that would cause the medical center "to suffer immeasurably" if Feffer, too, were forced out.



Dr. Wood said he did not vouch in any way for the validity of the newspaper report, but, as far as he knew, his report to the Senate reflected the situation as it stood at the present time.

Professor Kramer stated that he felt that the key issue was not one of whether or not Dr. Feffer had the right and privilege to appoint or not to reappoint the Chairman of the Department of Medicine but rather one concerning the position of Vice President for the Medical Center to which Dr. Feffer had been appointed and approved by the faculty of the Medical Center, which position did not include fiscal responsibility for the Medical Center. He said that after such approval by the faculty was given, the position was changed to include fiscal responsibility so that Dr. Feffer was appointed not only Vice President for the Medical Center but also Chief Executive Officer. Professor Kramer said that Dr. Feffer then abolished the position of Dean of the Medical Center and appointed in lieu thereof three sub-deans, dividing the deanship into three positions which had become somewhat ineffectual, and that since that time there had been a proliferation of some fourteen associate deans and assistant deans in the Medical Center causing the governance of the Medical Center to become completely confused. Dr. Kramer explained that the faculty had followed the procedures prescribed by the Faculty Code and the definitions of faculty prescribed by the Faculty Code, and that in a meeting attended by the Special Committee, President Elliott, Vice President Feffer, Professor Stevens, and himself, it was agreed upon what faculty would be entitled to cast ballots in the vote of confidence. Dr. Kramer said that, now, after the eligible faculty had voted, the Code had been redefined by the group that promulgated the Code in the first place, and he said that, therefore, "this becomes not a Medical Center issue, but a University faculty issue because if the Code is meaningless on this issue, it is certainly meaningless on any major issue to which the faculty needs to address itself."

Professor Stevens asked the President if Dr. Feffer had, in fact, resigned and if he, the President, had declined to accept Dr. Feffer's resignation as reported in the newspaper. President Elliott responded that he was not prepared to enter the debate and that after answering Professor Stevens' questions he would refrain from further participation because he thought the full answer to what had been said needed further development. He then replied that Dr. Feffer had submitted his resignation and that he had declined to accept it.

Professor Morgan, in referring to Professor Kramer's statement regarding what faculty was entitled to participate in the vote and the apparent confusion surrounding this matter, read the following excerpts from the resolutions adopted by the Board of Trustees on December 9, 1974:

WHEREAS, at a Special meeting held on the 9th day of December 1974, The George Washington University Board of Trustees has carefully and thoroughly considered the numerous documents presented by Dr. George A. Kelser, Jr., on behalf of 'An Ad Hoc Committee Representing 200 or More Concerned Pre-clinical and Clinical Full-Time and Limited Service Faculty Members and House Officers of The George Washington University Medical Center' expressing a lack of confidence in the incumbent Vice President for Medical Affairs, and the Resolution supported by some members of the Medical Center faculty of the rank of assistant professor or higher;

\* \* \*

RESOLVED, that the Board of Trustees after careful study and review of all evidence made available to it affirms its confidence and support of the Vice President for Medical Affairs of The George Washington University,

\* \* \*

WHEREAS, the Board of Trustees notes that there were 330 members declared eligible by the Executive Committee of the Faculty Senate to cast ballots on the Resolution pertaining to a vote of confidence/no confidence of the Vice President for Medical Affairs, and

WHEREAS, this Board interprets the term 'active status full-time service' to mean members of the faculty who devote their full time and efforts to University service and not faculty members who hold full-time appointments in agencies or other institutions,

NOW THEREFORE BE IT RESOLVED, that this Board believes, and it has been advised by University Counsel, that only full-time faculty members are eligible to vote on resolutions of the type referred to herein, and the President shall refer to the Executive Committee of the Faculty Senate this determination of this Board and requests that the Executive Committee of the Faculty Senate consider this matter and advise the President of its opinion.

Professor Morgan pointed out that the statement by the Board of Trustees noting that "there were 330 members declared eligible by the Executive Committee of the Faculty Senate to cast ballots" was in error because the body which declared the eligibility of faculty members to cast ballots was the Special Committee, consisting of Professors Wood, Park, and himself, together with President Elliott, Dr. Feffer, Dr. Kramer, and Professor Stevens. Professor Morgan further pointed out that the Board of Trustees interpreted the term "active status full-time service" to mean "members of the faculty who devote their full time and efforts to University service and not faculty members who hold full-time appointments in agencies or other institutions." Dr. Morgan stated that this definition was similar to the definition recommended by the Review Committee of the Faculty Organization Plan in revising the Plan proposed at the Faculty Assembly Meeting October 25, 1974, but he said this recommendation was opposed by large numbers of Medical School faculty and administrators who interpreted the Review Committee's definition of faculty as one which "would disenfranchise a large percentage of off-campus medical faculty who might then be prompted to seek affiliation with other universities which would seriously impair the operation of the Medical Center." Professor Morgan read the following comments of one of the debaters, Dr. Feffer, at the Faculty Assembly Meeting, who opposed the Review Committee's recommendation:

In response to the gentleman who asked for statistics, as of a few days ago, 334 full-time faculty with the rank of assistant professor, associate professor, or professor in the School of Medicine, only 185 were on the Washington Circle campus, just a little more than 50%. In other words, almost 50% of our full-time faculty are not based at least on this side of Washington, somewhere on the other side in Columbia Hospital. There is no way of escaping the need for accepting the generosity of these institutions scattered about the city and in the community in the metropolitan Maryland and Virginia to assist us in providing the education we need to carry on our program. Now, if we disenfranchise these individuals, from a pragmatic standpoint, we can anticipate overnight that there will be a shift of these full-time faculty members from George Washington University to one of the other University Medical Centers in this community where the faculty are treated differently. Remember what we are saying, our Department of Pediatrics, our entire Department of Pediatrics and let it be known, isn't located here, the entire department is located at



Children's Hospital. A big piece of our Department of Obstetrics and Gynecology is located on the other side of the Circle in Columbia Hospital. A substantial piece of our Department of Medicine is located in what is known as the Dean of the VA Hospital, and the Dean's implication is that the full-time members of the faculty in the VA Hospital will have the same (inaudible) as the full-time faculty based on the University campus. I can imagine overnight that if this resolution where this change were introduced, Ted, as your committee has suggested that substantial numbers of full-time faculty at the VA Hospital, and we don't have to pay for it, the U. S. Government is paying for it, will switch to Georgetown because about half of the VA Hospital is ours and about half is Georgetown's and I think there are people who can attest to that. And may I, in conclusion, as I feel I have the responsibility--I have been asked to in support of this discussion to read to you a statement from members of the Department of Obstetrics and Gynecology. . . .

Professor Morgan stated that after considerable debate on the issue, the Assembly voted to include in its membership off-campus Medical School faculty in active status full-time service, which now stands in opposition to the Board's interpretation of the Code. For this reason, Professor Morgan felt that detailed consideration of the meaning of the action by the President and the Board was in order.

Professor Cassidy stated that it was her understanding with respect to governance that the Faculty Assembly of the University had a "primary right to determine the nature of their own governance" demonstrated most recently by the faculty of the Medical Center at the Faculty Assembly meeting where it expressed itself almost unanimously as to whom they considered full-time faculty members of the Medical Center to be. She said that while the Board of Trustees had certain rights and responsibilities with respect to governance in the University, she believed that the Board had the responsibility to accept input from all segments of the University in reaching decisions and she did not believe that the Board had the right to specify in what format that input was offered, such right being the prerogative of the faculty of any given school.

A discussion followed by Professors Harris, Wood, Morgan, Cottrell, Nash, and Stevens. Professor Nash stated that if the Board's action was based upon what it considered to be an invalid election, then the matter could be viewed as a Medical School problem, but if the Board's action implied that deans or other academically-oriented administrative personnel did not have to have the confidence of their faculty in order to stay in office, then, Professor Nash believed the issue to be a very different one requiring the Senate to take the lead in deciding what should be done. Further discussion followed by Professors Harris, Nash, Kramer, and Provost Bright. Professor Cassidy pointed out that on Page 3 of the Faculty Code and Ordinances the following statement appeared: "As used in this Code. . . the word 'faculty' includes members of the academic personnel who are included in the membership of the University Faculty or of the school and college faculties as defined by the Board of Trustees." Professor Morgan replied that the real question before the Senate was "What did the Code provide as of December 9, 1974?" He said that the Code defined quite clearly who the faculty was and there was little room for disagreement on that point; he said it also provided that an academic officer must maintain the confidence of his faculty, but that the Code was not at all clear on how that confidence was to be assessed. He reminded the Senate that it had proposed an alternative method for determining confidence in the form of Resolution 73/8, "A Resolution Concerning Periodic Review of Administrative Officials Having Direct Authority Over Academic Programs," adopted by the Senate on February 8, 1974, which was turned down by the Board of Trustees upon recommendation

of the President. Now, Professor Morgan stated, the faculty of the Medical School did, in fact, determine how it was going to express its confidence or lack of confidence in its academic administrative head by conducting a secret ballot, and whether or not a proper or improper procedure was used to determine that confidence, he thought one had to look at the situation as of December 9, 1974.

Professor Schmidt stated that he agreed with Professor Morgan that the question was what had the faculty agreed upon at the time the particular vote was taken, not after the fact. He said that the question had to be resolved because there might be another issue of similar importance arise in the future and while 90% of the time it would not be decided after the fact, 10% of the time it might be. Professor Nash said he was puzzled by the contradictory opinions expressed by Dr. Feffer and the Board of Trustees concerning their appraisal of the 145 disqualified voters, the former claiming the importance of these people to the University and the latter implying the opposite. Professor Nash stated that as far as he was concerned those 145 people only diluted his vote as a Law faculty member, but at the Faculty Assembly he had been persuaded that they were important to the functioning of the Medical Center, and he was at a loss to know whom to believe. Professor Kramer advised the Senate that the affiliation agreements with Children's Hospital and the Veterans' Administration Hospital stipulated that the people appointed there would be full-time faculty members of The George Washington University and, therefore, there was some danger of violating those agreements if the 145 persons were excluded from membership in the Faculty Assembly and Senate.

Further discussion followed by Professors Nash, Kramer, Cassidy, Morgan, Harris, Cottrell, and Stevens. President Elliott said that he felt compelled to make some observations on the definitions being discussed and, after relinquishing the Chair to Provost Bright, he made the following statement:

I raised the following question as it was presented to me when I asked the University counsel to review this matter. His report was something as follows: If the framers of the Code and Ordinances governing the academic personnel of the University had in mind that people holding full-time positions in other agencies and institutions could also be appointed to full-time active duty status in the University faculty, then the provision provided in the Code is in accordance with the intentions of the framers, and, I think in interpreting legislation, and I am not a lawyer, there is often a playback as to what was the intention of the framers. Secondly, there comes a point in every statute, I assume, when someone has to make a determination as to what was meant. Was this meant, and the Court says, "Yes, it was," or "it was something else intended or meant to be." I point out to this Faculty Senate that the people whom we are discussing hold full-time appointments in the Veterans' Administration, United States Navy, and other agencies and institutions of the area. In fact, a number of those who are assistant professors, associate professors, and professors in full-time active duty status in the Medical Center faculty are in the uniform of the Armed Services. Now, the counsel to the University comes back and says, "How can they be paid essentially all of their income--their commitment to the Veterans' Administration Hospital, Bethesda Naval Hospital, and Children's Hospital--and still be full-time active duty status faculty of this University?" It is in this kind of interpretation that the counsel said, in his opinion, such appointees could not be interpreted as full-time active duty faculty of this University, and it was in that context that the Board of Trustees reached its determination on the issue that is before you. . . the Board of Trustees on my recommendation asked that this matter be referred to the Executive Committee of the Faculty Senate because, and I with them, are very uncertain as to the



faculty's intention in 1974. I have said what I think the framers of the Code and Ordinances believe they were saying, and I have said what I think the interpretation of legal counsel is to what was said. I think the Board and I, too, are asking you now, "What is your position with regard to this?" Also, when I raised the question with Dr. Feffer as to the rights of tenure of the group to whom I have referred, he said, "Oh, no, that's another problem or difficulty." I said, "Where does the difficulty reach, how does it extend?" "Well, some of them have tenure." Now, I would like to have you ponder that for just a moment because somewhere down the road, it may be necessary to determine what tenure means as an assistant professor, as an associate professor, or a professor in the Medical Center where one's appointment is at Children's Hospital and the salary and benefits are paid by Children's Hospital, or by the Veterans' Administration or the Naval Hospital in Bethesda. I can't sit down, ladies and gentlemen, without latching on to the more than one reference to the difficulties which one finds when you try to apply the Code and Ordinances to the academic personnel of this University to the unusual, I'm going to say unique, and only to be found, titles, circumstances, etc., of the many kinds of appointments at the Medical Center. I still, Mr. Chairman, am not prepared to issue a definitive response or statement on the matter which is before you, but I simply cannot resist saying what I have said.

Professor Nash asked the President if it was counsel's advice that the action of the Board was not in violation of the affiliation agreements and the President responded that counsel advised that it was not in violation of the agreements.

Professor Wood stated that, in accordance with the Code and Ordinances, deans and similar academic officers shall be appointed with and continue to have the confidence of their faculty, and that it seemed to him strong prima facie evidence had been given of the fact that the Vice President for Medical Affairs does not enjoy the confidence of a large portion of his faculty, and that, therefore, the present status represented a repudiation of the provision of the Code. In recalling events during the past ten years, Professor Wood said he felt the faculty had many reasons to feel that they owed President Elliott a great deal in his service in the office of the President of the University, but he also felt that President Elliott owed the faculty some way of solving the present dilemma which he referred to as "an apparent abrogation of the Code and Ordinances." Professor Wood said he believed the controversy was not a "Jensen-Feffer" one but went beyond that, and he thought it would be a very serious precedent to permit a provision of the Code to be abrogated in a special case. Dr. Wood suggested that a Special Committee be appointed by the Executive Committee to undertake a study of the matter in an effort to resolve it before the next Senate meeting.

Further discussion followed by Professors Harris, Wood, Stevens, Nash, Morgan, Eisenberg, and Brenner. Dr. Kramer asked the floor for Dr. Vahouny who stated that he felt the Board's action was an abrogation of faculty rights, and, unless the faculty, the President, and the Board of Trustees could straighten the problem out, the functioning of the Medical School was in serious jeopardy. He said that the affiliated institutions were extremely important to the operation of the Medical School and without them, the Medical School would close. Discussion by President Elliott, Dr. Kramer, and Professor Meltzer followed. Professor Hill asked for a vote to suspend the rules so that he could put a motion before the body. The rules were suspended by a unanimous vote, and Professor Hill moved the following motion: "That the Executive Committee appoint a committee from the membership of the Senate to consider the questions that have been raised at this meeting and to report its findings at the January meeting." Professor Nash seconded the motion. Discussion on the motion followed by Professor Stevens, Hill, Morgan, Harris, Cottrell, Eisenberg, Kramer, and Wood, and it was moved that the Hill motion be amended to read as follows:

NOW, THEREFORE, BE IT RESOLVED, That the Executive Committee appoint a committee to consider the questions that have been raised at this meeting and any other questions that may come up, and to report its findings in time to be distributed with the agenda for the February 14, 1975 Faculty Senate meeting. [Concerning Board of Trustees' action December 9, 1974.]

The amended version was acceptable to Professor Hill and Professor Nash. The question was called and the motion was carried unanimously.

- 3 Returning to the matter of the revision of the Code, the Chair called upon Professor Naeser who moved that Paragraph 2. a), b), c), 1), 2), 3), and 4) on Page 24 of the Code Revision be deleted and that the following substitution be adopted:

2. a) The academic administrative officers, such as deans, associate deans, assistant deans, Vice President for Medical Affairs, or other academic administrative officers of similar rank of a college, school or other academic unit shall be qualified for faculty membership by training and experience.
- b) Appointments to such positions (2. a above) shall be made only after a special or standing committee elected by the active status, full-time faculty involved from among the faculty's tenured members has established criteria (subject to the approval of that faculty as a whole), considered nominations, and reported its recommendations in accordance with the procedures established under Section a) above to the faculty which elected it or to the appropriate academic administrative officer.
- c) Such appointees shall hold office only as long as they retain the confidence of that faculty. The mechanism for determining confidence shall be included in the written procedures established for the governance of that unit. [See A above.]

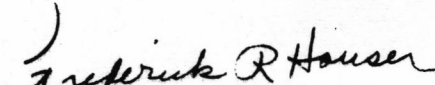
Professor Morgan moved to postpone consideration of the proposed amendment until the February Senate meeting, and Professor Stevens seconded the motion. The question was called and the motion to postpone was carried. Professor Naeser moved that Article X of the Code Revision on Page 19, Line 9, be amended by adding the words "based on race, sex, creed, age, ethnic identity, or other considerations prohibited by law" to conform with the recommendation of the Commission on Equal Opportunity. Discussion on the amendment followed by Professors Nash, Schwoerer, and Naeser. The question was called, the motion put and carried. Professor Naeser moved that Article VI. B of the Code Revision on Page 13, Lines 2 and 3, be amended by deleting the words "above the rank of instructor" so that service as instructor would be included in computing sabbatical. A discussion followed by Professors Morgan, Nash, and Naeser. The question was called, the motion put and carried.

- 4 Under Brief Statements, Professor Kramer extended the appreciation and gratitude of many members of the faculty of the Medical Center to Professor Stevens, Chairman of the Executive Committee, and to Professor Wood, Professor Park and Professor Morgan, members of the Special Committee, for their extremely diligent services and assistance in trying to help resolve the problems in the Medical Center.



Professor Stevens asked for a vote to suspend the rules for the purpose of moving a Resolution of Appreciation for Mr. Frederick R. Houser, who was retiring from the position of Registrar of the University and Secretary of the Faculty Assembly and Faculty Senate. The rules were suspended by a unanimous vote. President Elliott read the attached Resolution of Appreciation and then presented it to Mr. Houser.

- 5 Provost Bright adjourned the meeting at 4:15 p.m., upon motion made and seconded.

  
Frederick R. Houser  
Secretary

A RESOLUTION OF APPRECIATION (74/8)

WHEREAS, Fritz Houser has earned and held the respect, gratitude, and affection of students, alumni, and his colleagues in the faculty and administration; and

WHEREAS, he is retiring from active participation in the life of this academic community; therefore

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of his service to The George Washington University spanning a period of almost seventeen years as Assistant Registrar, Acting Registrar, and since June 1, 1959, Registrar;

In recognition of his thinking always of the operation of the Office of the Registrar in University-wide terms;

In recognition of his flawless direction of our transition into the computer age of academic record keeping; and

Especially in recognition of his service to the Faculty Assembly, which he served as Secretary since March 1, 1959, and his long-suffering service as Secretary of the Senate since its organizational meeting on January 13, 1961;

Upon the occasion of his retirement

THE FACULTY SENATE

OF

THE GEORGE WASHINGTON UNIVERSITY

CITES

FREDERICK R. HOUSER

FOR

DISTINGUISHED SERVICE

*Edwin L. Stevens*

Edwin L. Stevens  
Chairman, Executive Committee

*Lloyd H. Elliott*

Lloyd H. Elliott  
President



THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

The Faculty Senate

December 3, 1974

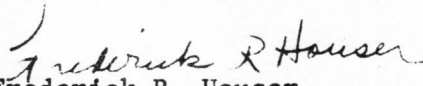
The Faculty Senate will meet on Friday, December 13, 1974, at 2:10 p.m., in the Faculty Conference Room on the sixth floor of Lisner Hall.

AGENDA

1. Call to order
2. Minutes of the regular meeting of November 8, 1974
3. Old Business:

Reintroduction and further consideration of Resolution 73/7, "A RESOLUTION APPROVING REVISIONS TO THE FACULTY CODE AND ORDINANCES," Professor Charles R. Naeser, Chairman, Professional Ethics and Academic Freedom Committee

4. Brief Statements
5. Adjournment

  
Frederick R. Houser  
Secretary

